

## What are the Leadership Responsibilities?

Leadership Responsibility	Key Questions	Available Tools	Necessary Skills
<u>Providing Direction</u> is about setting the course of action and engaging in it. It is this direction that helps to provide context and meaning for your efforts and links these efforts to the mission and success of the company.	<ul style="list-style-type: none"> <li>• What is your unique role?</li> <li>• What do you need to do to achieve our mission?</li> <li>• Is the direction consistent with our Values?</li> </ul>	<ul style="list-style-type: none"> <li>• Game Plan</li> <li>• Communication Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative dialogue</li> <li>• Public speaking</li> <li>• Listening skills</li> <li>• Creativity</li> <li>• Strong communication skills</li> <li>• Lead by example</li> </ul>
<u>Allocating Resources</u> is about making sure you have your resources against your key priorities and not against other less important activities.	<ul style="list-style-type: none"> <li>• What resources do you need to deliver the direction?</li> <li>• What resources do you have now?</li> <li>• How can you turn what you have into what you need?</li> <li>• Are you being consistent with our Values?</li> </ul>	<ul style="list-style-type: none"> <li>• Last year's budget</li> <li>• Advancement Plans</li> <li>• Organizational Charts</li> <li>• Business process and knowledge mapping</li> <li>• Best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and analytical ability</li> <li>• People assessment</li> <li>• Creative thinking</li> <li>• Good collaboration and conversation</li> <li>• Lead by example</li> </ul>
<u>Building Individual and Organizational Capability</u> is about the continuous learning, growing and development of both individuals and the organization as a whole.	<p>At the individual level:</p> <ul style="list-style-type: none"> <li>• What capabilities do you need to be world-class in everything you do?</li> <li>• What capabilities do you have?</li> <li>• How will you bridge the gap?</li> </ul> <p>At the organizational level:</p> <ul style="list-style-type: none"> <li>• Do you consistently demonstrate the Values in your work?</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Partnership Process</li> <li>• Advancement Planning</li> <li>• Game Plan</li> <li>• Executive Leadership Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment Skills</li> <li>• Ability to provide honest feedback</li> <li>• Ongoing coaching</li> <li>• Systems thinking</li> <li>• Lead by example</li> </ul>
The fourth Leadership Responsibility is <u>Knowing Where You Are</u> against expectations and your direction for the future.	<ul style="list-style-type: none"> <li>• Are you achieving the business and organizational results you anticipated?</li> <li>• What issues and questions does that raise?</li> <li>• What do you need to do differently?</li> <li>• What are the key measures? What are they telling you?</li> <li>• Are you being consistent with our Values?</li> <li>• How are you personally doing as a leader?</li> </ul>	<ul style="list-style-type: none"> <li>• Game Plan</li> <li>• Organization and Advancement Planning</li> <li>• Corporate-wide attitude survey results</li> <li>• Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical thinking</li> <li>• Measurement/tracking design</li> <li>• Reflection</li> <li>• Lead by example</li> </ul>